

# Human Resources

## Department

Mark Danaj, Director

### M I S S I O N

**T***o attract, develop and retain a quality workforce*

### *City Service Area*

#### **Strategic Support**

#### *Core Services*

##### **Employee Benefits**

Provide benefit programs that best meet the needs of employees, retirees, their dependents and the City, and assist participants to utilize their plans effectively

##### **Employment Services**

Facilitate the timely hiring of excellent employees and maintain the City's classification and compensation systems

##### **Risk Management**

Provide services that ensure employee health, safety and well-being

##### **Training and Development**

Provide programs that build the capacity of individual employees

**Strategic Support:** Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management

# Human Resources Department

## Department Budget Summary

	2008-2009 Actual 1	2009-2010 Adopted 2	2010-2011 Forecast 3	2010-2011 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Employee Benefits	\$ 2,026,031	\$ 2,844,200	\$ 2,345,804	\$ 2,890,926	1.6%
Employment Services	1,186,996	1,228,148	1,340,739	1,021,727	(16.8%)
Risk Management	4,579,483	4,760,477	4,808,651	4,077,039	(14.4%)
Training and Development	567,412	657,643	526,930	528,834	(19.6%)
Strategic Support	1,080,480	1,003,150	1,074,274	930,787	(7.2%)
<b>Total</b>	<b>\$ 9,440,402</b>	<b>\$ 10,493,618</b>	<b>\$ 10,096,398</b>	<b>\$ 9,449,313</b>	<b>(10.0%)</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 8,167,772	\$ 8,529,463	\$ 8,641,073	\$ 7,625,460	(10.6%)
Overtime	14,501	26,195	26,195	21,195	(19.1%)
Subtotal	\$ 8,182,273	\$ 8,555,658	\$ 8,667,268	\$ 7,646,655	(10.6%)
Non-Personal/Equipment	1,258,129	1,937,960	1,429,130	1,802,658	(7.0%)
<b>Total</b>	<b>\$ 9,440,402</b>	<b>\$ 10,493,618</b>	<b>\$ 10,096,398</b>	<b>\$ 9,449,313</b>	<b>(10.0%)</b>
<b>Dollars by Fund</b>					
General Fund	\$ 7,552,776	\$ 8,371,714	\$ 8,089,288	\$ 7,335,476	(12.4%)
Benefit Fund	493,797	532,817	546,692	486,792	(8.6%)
Conv & Cultural Affairs	53,374	0	0	0	0.0%
Dental Insurance	806,952	839,155	855,803	852,804	1.6%
Federated Retirement	54,628	55,474	46,080	69,186	24.7%
Integrated Waste Mgmt	24,769	27,311	28,781	28,785	5.4%
Library Parcel Tax Fund	N/A	61,448	60,903	60,903	(0.9%)
Life Insurance	59,291	70,388	68,945	62,346	(11.4%)
Low/Mod Income Hsg	N/A	30,286	27,221	27,221	(10.1%)
Police & Fire Retirement	110,069	112,690	105,184	126,656	12.4%
Sewer Svc & Use Charge	N/A	24,228	21,778	21,778	(10.1%)
SJ/SC Treatment Plant Oper	119,252	164,963	34,742	169,384	2.7%
Storm Sewer Operating	N/A	6,057	5,446	5,446	(10.1%)
Unemployment Insurance	132,832	136,707	142,031	139,032	1.7%
Vehicle Maint & Ops	32,662	60,380	63,504	63,504	5.2%
<b>Total</b>	<b>\$ 9,440,402</b>	<b>\$ 10,493,618</b>	<b>\$ 10,096,398</b>	<b>\$ 9,449,313</b>	<b>(10.0%)</b>
<b>Authorized Positions</b>	<b>74.62</b>	<b>73.62</b>	<b>70.62</b>	<b>60.50</b>	<b>(17.8%)</b>

# Human Resources Department

## Budget Reconciliation

(2009-2010 Adopted to 2010-2011 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2009-2010):</b>	<b>73.62</b>	<b>10,493,618</b>	<b>8,371,714</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Employee Wellness Program		(282,000)	(282,000)
• Rebudget: Workforce Planning		(46,000)	(46,000)
• Employee Wellness Program (1.0 Analyst, 1.0 Senior Medical Assistant)	(2.00)	(436,816)	(418,699)
• SJ/SC WPCP - Succession Planning (1.0 Senior Analyst)	(1.00)	(131,200)	0
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(3.00)</b>	<b>(896,016)</b>	<b>(746,699)</b>
 <b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations:		406,050	378,249
- 1.0 Staff Technician to Administrative Assistant			
- 1.0 Training Specialist to Senior Analyst			
• Actuarial contractual services savings		(13,700)	0
• Bi-annual fiduciary training for Deferred Compensation staff reimbursed by Deferred Compensation Fund		(8,700)	(8,700)
• Vacancy Rate Adjustment		70,324	70,324
• Dental Health Care provider administrative fees		23,000	0
• Deferred Compensation consulting services reimbursed by the Deferred Compensation Fund (approved on February 9, 2010)		20,000	20,000
• Reallocation from City-Wide Expenses for Critical Incident Stress Debriefing		15,000	15,000
• Changes in professional development costs		(10,600)	(10,600)
• Changes in Overhead costs		(2,578)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>498,796</b>	<b>464,273</b>
 <b>2010-2011 Forecast Base Budget:</b>	 <b>70.62</b>	 <b>10,096,398</b>	 <b>8,089,288</b>

# Human Resources Department

## Budget Reconciliation (Cont'd.)

(2009-2010 Adopted to 2010-2011 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. Employment Services Staffing	(2.00)	(218,599)	(218,599)
2. Workers' Compensation Claims Staffing	(2.00)	(178,682)	(178,682)
3. Human Resources Department Employee Total Compensation Reduction		(166,588)	(164,485)
4. Safety and Loss Control Program Staffing	(1.00)	(111,660)	(111,660)
5. Return-to-Work Program Staffing	(1.00)	(109,911)	(109,911)
6. City-Wide Temporary Pool Program Staffing	(1.00)	(91,010)	(91,010)
7. Employee Health Services Staffing	(1.00)	(90,408)	(90,408)
8. Training and Workforce Development Staffing	(1.00)	(89,543)	(89,543)
9. Subrogation Decentralization	(1.00)	(89,260)	(89,269)
10. Driver's License Record Program Decentralization	(1.00)	(82,544)	(82,544)
11. Student Verification Program	(0.62)	(56,221)	0
12. Human Resources Department Management and Professional Employees Total Compensation Reduction		(73,618)	(59,965)
13. Human Resources Non-Personal/Equipment and Overtime Funding		(55,000)	(55,000)
14. Deferred Compensation Program		(2,300)	(2,300)
15. Employee Wellness Program Extension	0.50	633,622	589,564
16. Water Pollution Control Plant Succession Planning Continuation	1.00	134,637	0
<b>Total Budget Proposals Approved</b>	<b>(10.12)</b>	<b>(647,085)</b>	<b>(753,812)</b>
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<b>2010-2011 Adopted Budget Total</b>	<b>60.50</b>	<b>9,449,313</b>	<b>7,335,476</b>
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# Human Resources Department

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Employment Services Staffing	(2.00)	(218,599)	(218,599)

**Strategic Support CSA**  
*Employment Services*

This action eliminates 2.0 Analyst positions (1.0 filled and 1.0 vacant) in the Employment Services Division. Currently, these positions provide human resource services to City departments, including recruitments, as part of the Employment Services Consolidation adopted in 2009-2010. As a result of the anticipated decline in hiring activities due to employee reinstatement rights - as dictated by the civil service rules - it is anticipated that the workload for this work group may be reduced in the immediate future. The duties and functions of these positions are anticipated to be absorbed by the remaining Employment Services matrix positions to the extent possible. (Ongoing savings: \$241,815)

**Performance Results:**

**Cycle Time** Minimal impact to hiring timelines is anticipated as a result of the decline in hiring activities. Should an increase in attrition occur, there may be delays in filling positions.

2. Workers' Compensation Claims Staffing	(2.00)	(178,682)	(178,682)
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**Strategic Support CSA**  
*Risk Management*

This action eliminates 2.0 filled positions (1 of 14 Workers' Compensation Claims Adjusters and 1 Senior Office Specialist of 6 clerical positions) and 2.0 additional Workers' Compensation Claims Adjuster positions beginning July 2011 in the Workers' Compensation Risk Management Division. The Workers' Compensation Claims Adjuster proactively investigates and manages workers' compensation claims and processes the claims in a timely manner. The Senior Office Specialist provides support for the Workers' Compensation Adjusters by processing bills and preparing mandated forms and letters. In 2007-2008, 6.0 positions were added to provide additional resources to the Workers' Compensation Program. This reduction will partially roll back the 2007-2008 investment. As a result, a slight increase in the time to process claims may occur due to a higher claims-to-adjuster ratio which may lead to increased claims costs. (Ongoing savings: \$426,400)

**Performance Results:**

**Cycle Time, Customer Satisfaction** Caseload will increase from 265 to over 285 claims per remaining adjuster in 2010-2011 and an estimated 340 claims per adjuster in 2011-2012. This will increase the service delivery timeframe and potentially increase costs due to late notices and payments. Reductions in timeliness and customer service are anticipated as a result of this action.

# Human Resources Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Human Resources Department Employee Total Compensation Reduction		(166,588)	(164,485)
<i>Strategic Support CSA</i>			
<i>Employee Benefits</i>			
<i>Employment Services</i>			
<i>Risk Management</i>			
<i>Training and Development</i>			
<i>Strategic Support</i>			

As a result of compensation reductions for various bargaining groups as approved by the City Council on June 22, 2010, this action reflects a 10% reduction in total compensation costs, of which 5% is ongoing, for various bargaining units (AEA, ALP, AMSP, CAMP, IBEW, and OE3); an additional 5% total compensation reduction for Executive Management and Professional Employees and Unrepresented Employees (Units 99 and 81/82) for a total 10% reduction in compensation, of which 5% is ongoing; and a 5% reduction in ongoing total compensation costs for ABMEI. The savings generated from these actions helped address the General Fund shortfall, thereby retaining City services which would otherwise have been eliminated.

The compensation adjustment actions, which vary by employee group, include: general wage decreases, freezing of merit increases, additional employee contributions to retirement to offset the City's contributions, healthcare cost sharing changes (from 90% City/10% employee to 85% City/15% employee), healthcare plan design changes including increased co-pays, and changes in healthcare in lieu, healthcare dual coverage, and disability leave supplement. The specific actions are described in each bargaining unit's agreement with the City that can be found at: <http://www.sanjoseca.gov/employeeRelations/labor.asp>.

These compensation actions generate savings of \$8.6 million in the General Fund, offset by overhead and other reimbursement losses of \$856,000, resulting in total net General Fund savings of \$7.7 million. In the Human Resources Department, the General Fund savings totals \$164,485 as reflected in the 2010-2011 Adopted Budget. It should be noted that because of the timing of the concession agreements, the total value of the savings in all other funds is not yet available. Compensation savings generated for other funds will be brought forward as part of the 2009-2010 Annual Report, to be released on September 30, 2010. (Ongoing General Fund savings: \$82,243)

### Performance Results: N/A

4. Safety and Loss Control Program Staffing	(1.00)	(111,660)	(111,660)
<i>Strategic Support CSA</i>			
<i>Risk Management</i>			

This action eliminates 1.0 filled Senior Analyst (1 of 2) from the Safety and Loss Control Program and will further rollback the Workers' Compensation Program investment in 2007-2008. The Safety and Loss Control Program promotes safety through the established eight-point safety guidelines to assist in preventing workers' compensation claims. Due to this reduction, it is anticipated that the City-Wide Safety Program will no longer be able to perform all ergonomic evaluations; some duties including safety inspections and oversight of violation corrections will be delegated to the six remaining Safety Officers in other departments; and liability exposure analysis will no longer be performed. (Ongoing savings: \$122,336)

# Human Resources Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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### 4. Safety and Loss Control Program Staffing (Cont'd.)

#### Performance Results:

**Cost, Cycle Time** Support to the affected departments will decrease, resulting in an increase in the time needed to complete inspections, safety evaluations, and ergonomic requests. Increased cost may occur should the hiring of an outside ergonomic consultant to conduct ergonomic evaluations prove necessary.

5. Return-to-Work Program Staffing	(1.00)	(109,911)	(109,911)
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#### **Strategic Support CSA** *Risk Management*

This action eliminates 1.0 vacant Analyst in the Return-to-Work Program in the Risk Management Division, reducing program staffing to one position. This position previously coordinated disability leaves and provided injury statistics tracking and trend analyses. As the position has been vacant since October 2009, this reduction will continue current reduced service levels. The Program Manager and a remaining Analyst in the Risk Management Division will continue to absorb the duties to the extent possible. Remaining Return-to-Work staffing will track disability leave usage to determine the impact over the coming fiscal year. (Ongoing savings: \$113,318)

#### Performance Results:

**Quality, Cycle Time** This action will reduce the quality of Return-to-Work Services increasing the time to complete placements. A reduction in customer services such as explaining accommodation rights and procedures and increases in the service delivery timeline may result in reduced customer satisfaction.

6. City-Wide Temporary Pool Program Staffing	(1.00)	(91,010)	(91,010)
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#### **Strategic Support CSA** *Employment Services*

This action eliminates 1.0 filled Staff Technician in the Employment Services Division. Currently, this position coordinates and manages the city-wide pool which provides temporary staffing when requested by departments for various job classifications. The elimination of this position will reduce city-wide pool services to a minimal level. Remaining staff in the Employment Services Division will continue to provide certified lists for the most widely utilized classifications (clerical positions) that departments could reference should temporary services be necessary. Resources needed above the clerical level will need to be provided through temporary employment agencies potentially increasing the costs and the time to hire temporary staffing. (Ongoing savings: \$99,550)

#### Performance Results:

**Customer Satisfaction, Cost** This action will reduce customer service to client departments and potentially increase costs should a department seek resources through a temporary employment agency. Additionally, departments in need of temporary staffing may experience delays in hiring temporary staff.

## Human Resources Department

### Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
7. Employee Health Services Staffing	(1.00)	(90,408)	(90,408)

**Strategic Support CSA**  
*Risk Management*

This action eliminates 1.0 filled Secretary position in the Employee Health Services Division. As a result of the Secretary elimination, administrative duties will be absorbed by the remaining medical staff, increasing wait times for medical and wellness evaluations. This reduction will be partially mitigated by the extension of the Wellness Program medical staffing. Medical evaluations and medical monitoring will continue at the same quality level. (Ongoing savings: \$98,903)

**Performance Results:**

**Customer Satisfaction, Quality, Cycle Time** This reduction will compromise non-medical duties and potentially delay the completion of administrative duties including timely correspondence. A reduction in customer satisfaction may result.

8. Training and Workforce Development Staffing	(1.00)	(89,543)	(89,543)
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**Strategic Support CSA**  
*Training and Development*

This action eliminates 1.0 filled Staff Technician out of 4.0 positions in the Training and Development Division. This division coordinates city-wide training efforts (roughly 170 city-wide classes, the Leadership and Coaching Academy, the Employee Mentoring Program, and Art and Practice of Leadership), the Management Fellowship and student internship programs, job shadow day and workforce planning. Elimination of this position will reduce by half the number of training classes and diversity workshops, and eliminate the annual Education Fair and information sessions. (Ongoing savings: \$100,881)

**Performance Results:**

**Customer Satisfaction, Cycle Time** A reduced customer service rating is anticipated as a result of the decrease in customer support for training registration, class set-up and services, and centralized customer support.



# Human Resources Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
9. Subrogation Decentralization	(1.00)	(89,260)	(89,269)

### **Strategic Support CSA**

#### **Risk Management**

The elimination of 1.0 filled Principal Account Clerk and reallocation 0.14 of the remaining Program Manager to various Environmental Services Funds in the Risk Financing Division will result in the decentralization of subrogation claims to affected departments and claims will no longer be coordinated through the Human Resources Department. The Finance Department will continue to oversee the collections of these accounts. In addition, this reduction will require a change in how insurance compliance is currently provided by Risk Management, as this position represents a one-third reduction to the unit's insurance compliance staffing. Risk Financing will be partially decentralized, requiring departments to ensure insurance is in compliance for contracts at or below \$250,000 in value; currently, the departments are responsible for contracts below \$25,000 in value. The Human Resources Department will continue to audit contracts on a regular basis to ensure department compliance. In addition, due to declining activity in the Capital Improvement Program (CIP), less work being outsourced to consultants and contractors, and reduced budgets postponing some projects, a slight decline in the number of contracts is anticipated to be slightly offset by an increase due to federal stimulus funding. (Ongoing savings: \$97,615)

### **Performance Results:**

**Quality** Risk Management insurance contract compliance oversight will be reduced to an audit function, for contracts below \$250,000 in value, requiring more accountability at the department level. **Cycle Time, Customer Satisfaction** As a result of this action, customers will experience longer delays in insurance compliance review, reducing the percentage of time insurance compliance is completed within 5 working days, and consequently reducing customer satisfaction.

10. Driver's License Record Program Decentralization	(1.00)	(82,544)	(82,544)
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### **Strategic Support CSA**

#### **Risk Management**

This action eliminates 1.0 filled Senior Office Specialist which provides coordination of the City's Driver's License Record Keeping Program, ensuring the City is in compliance with the California Highway Patrol (CHP) and Department of Motor Vehicle (DMV) regulations. As a result of this elimination, Human Resources will no longer coordinate the record keeping for City employees who operate vehicles for City business. The Department will continue to provide driver training and refresher training courses (necessary to obtain a City driving permit), complete medical evaluations as required by the DMV, and remain the sole contact for the DMV. Departments with employees who operate vehicles will be required to ensure all records are kept current including: certification of completion of drivers training, medical evaluation completion, and daily driving log (required by the CHP). Should departments fall out of compliance with record keeping, the City will be at risk of the drivers program being suspended by the CHP until the City proves compliance with all regulations. Typically, the CHP audits the City twice a year. Human Resources will provide the necessary training to affected departments to ensure the policies and procedures are known. (Ongoing savings: \$90,303)

# Human Resources Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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### 10. Driver's License Record Program Decentralization (Cont'd.)

#### Performance Results:

**Customer Satisfaction** This elimination will result in significantly reduced customer satisfaction as former customers of this program will become responsible for absorbing its functions and maintaining records to comply with the CHP licensing mandates.

11. Student Verification Program	(0.62)	(56,221)	0
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#### **Strategic Support CSA** *Employee Benefits*

This action eliminates 0.62 part-time vacant Analyst position funded by the Benefit Funds in the Employee Benefits Division which verifies student enrollment for employee benefits. The current health providers complete an annual audit to ensure compliance with the proper regulations, eliminating the necessity for this resource. Remaining Employee Benefits staff will continue spot audits to ensure compliance. In addition, effective January 1, 2011, Health Care Reform legislation expands dependent coverage through age 25, regardless of student status. This legislation eliminates the need for a risk reduction strategy of ensuring dependents age 19 or older meet the student enrollment eligibility criteria. The most recent audit of student verification was performed in the Spring of 2010 for all City medical plans. (Ongoing savings: \$56,432)

#### Performance Results:

**Cost** As a result of the recent Health Care Reform legislation, effective January 1, 2011, anticipated risk in increased costs will be minimal. The City will retain a slightly higher risk factor for dental and vision plans.

12. Human Resources Department Management and Professional Employees Total Compensation Reduction	(73,618)	(59,965)
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#### **Strategic Support CSA** *Employee Benefits* *Strategic Support*

This action is a reduction in personnel costs equivalent to 5% of total compensation for Executive Management and Professional Employees (Unit 99). The savings generated from these actions helps address the General Fund shortfall, thereby retaining City services which may otherwise have been eliminated. The compensation adjustments include a 4.75% general wage decrease, freezing of merit increases, healthcare cost sharing changes (from 90% City/10% employee to 85% City/15% employee), healthcare plan design changes including increased co-pays, and changes in healthcare in lieu, healthcare dual coverage, and disability leave supplement. These actions result in savings of \$1.23 million in the General Fund including overhead loss and \$2.1 million in all funds. In the Human Resources Department, savings total \$59,965 in the General Fund, \$73,618 in all funds. (Ongoing savings: \$73,618)

**Performance Results:** N/A

## Human Resources Department

### Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>13. Human Resources Non-Personal/Equipment and Overtime Funding</b>		(55,000)	(55,000)
<i>Strategic Support CSA</i> <i>Risk Management</i> <i>Employment Services</i> <i>Training and Development</i> <i>Strategic Support</i>			
This action reduces non-personal/equipment funding by \$50,000, a 6.6% reduction in General Fund resources. The Human Resources Department will need to prioritize spending for supplies and materials. Savings have been identified with minimal impact to service levels anticipated. This action also reduces the General Fund overtime budget by \$5,000 (from \$13,000 to \$8,000). (Ongoing savings: \$55,000)			
<b>Performance Results:</b> No significant impacts to current service or performance levels are anticipated due to this reduction.			
<b>14. Deferred Compensation Program</b>		(2,300)	(2,300)
<i>Strategic Support CSA</i> <i>Employee Benefits</i>			
This action reduces Deferred Compensation Program non-personal/equipment funding by \$2,300 which represents savings realized through prioritization of expenditures with minimal to no impact. This reduction in costs aligns the Deferred Compensation Program budget with the Deferred Compensation Advisory Committee approved budget and is offset by a reduction in reimbursement from the Deferred Compensation Fund. (Ongoing savings: \$2,300)			
<b>Performance Results:</b> No significant impacts to current service or performance levels are anticipated due to this reduction.			
<b>15. Employee Wellness Program Extension</b>	0.50	633,622	589,564
<i>Strategic Support CSA</i> <i>Employee Benefits</i>			
This action extends the Employee Wellness Program, increasing non-personal/equipment by \$428,000, continuing a net 0.50 positions, and providing one-time funding equivalent to an Analyst position. This funding is offset by an annual \$400,000 contribution from the health providers and the rebudget of department savings of \$195,000 from 2009-2010. The Employee Wellness Program was launched in 2008-2009 as a two year pilot program to promote healthy employee and retiree lifestyles to mitigate increasing health coverage costs. This action will extend the Employee Wellness Program and realign existing staff for program administration.			
<ul style="list-style-type: none"><li>The addition of \$440,000 in non-personal/equipment will fund the Total Health and Disability contract and will be partially offset by the proposed elimination of contractual services of \$12,000 for Benefits/Wellness Fair event planning.</li></ul>			

# Human Resources Department

## Budget Changes By Department (Cont'd.)

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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### 15. Employee Wellness Program Extension (Cont'd.)

- This action will continue 1.0 Senior Medical Assistant by reallocating 0.5 of the position to Retirement Funds resulting in position funding of 75% Retirement Funds and 25% General Fund. The increased cost to the Retirement Funds will be partially offset by the elimination of 0.50 vacant part-time Staff Technician. The Senior Medical Assistant will continue to provide medical wellness services including wellness exams, and coordination with retirees and the Retirement Services Department, and will assume the duties of the part-time Staff Technician to the extent possible.

The one-time temporary analytical staffing will be dedicated to the planning and coordination of the Wellness Program including: employee outreach and communication, planning of the benefit/wellness fair, health and wellness screenings, monitoring of various wellness programs (for example the bike to work and stair climb programs), and oversight of the Total Health and Disability contract and Request for Proposal (RFP). (Ongoing costs: \$420,425)

#### Performance Results:

**Cost** The extension of the City-wide Wellness Program will continue to promote healthy employee and retiree lifestyles and is anticipated to mitigate increasing healthcare costs.

<b>16. Water Pollution Control Plant Succession Planning Continuation</b>	<b>1.00</b>	<b>134,637</b>	<b>0</b>
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#### **Strategic Support CSA** *Training and Development*

This action continues funding for temporary staffing equivalent to a Senior Analyst through June 2011 in the San José/Santa Clara Treatment Plant Operating Fund for specialized succession planning services at the Water Pollution Control Plant (the Plant) which began in 2008-2009. It is estimated that 50% of the current staffing complement at the Plant will be eligible to retire in the next five years. Given the historical difficulty in recruitment and retention of specialized trade staff, a comprehensive succession and knowledge retention plan was determined to be necessary. Over the last two years, coordination and completion of activities with contractual consulting was completed resulting in the Plant's Workforce Planning study and recommendations. These recommendations began to be implemented through various events such as a job shadow day, participation in job fairs targeting Plant positions, and the development of a Plant staffing strategy. Over the next year, this funding will provide for the continued research, development, and implementation of sustainable programs to ensure that institutional knowledge is retained. (Ongoing costs: \$0)

#### Performance Results:

**Cycle Time, Customer Satisfaction** Continued dedicated succession planning and recruitment at the Water Pollution Control Plan will ensure that appropriate levels of skilled staff continue uninterrupted operations at the Plant.

<b>2010-2011 Adopted Budget Changes Total</b>	<b>(10.12)</b>	<b>(647,085)</b>	<b>(753,812)</b>
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# Human Resources Department

## Departmental Position Detail

Position	2009-2010 Adopted	2010-2011 Adopted	Change
Administrative Assistant	0.00	1.00	1.00
Administrative Officer	1.00	1.00	-
Analyst II	15.00	11.00	(4.00)
Analyst II C PT	0.62	0.00	(0.62)
Deputy Director, Human Resources	2.00	2.00	-
Director, Human Resources	1.00	1.00	-
Division Manager	3.00	3.00	-
Medical Assistant	1.00	1.00	-
Nurse Practitioner	1.00	1.00	-
Nurse Practitioner PT	0.50	0.50	-
Office Specialist II	2.00	2.00	-
Office Specialist II PT	1.00	1.00	-
Physician	1.00	1.00	-
Principal Account Clerk	2.00	1.00	(1.00)
Principal Office Specialist	1.00	1.00	-
Program Manager I	2.00	2.00	-
Program Manager II	1.00	1.00	-
Secretary	1.00	0.00	(1.00)
Senior Analyst	6.00	6.00	-
Senior Medical Assistant	1.00	1.00	-
Senior Office Specialist	10.00	8.00	(2.00)
Senior Workers' Compensation Claims Adjuster	2.00	2.00	-
Staff Technician	3.00	0.00	(3.00)
Staff Technician PT	0.50	0.00	(0.50)
Training Specialist	1.00	0.00	(1.00)
Workers' Compensation Claims Adjuster II	14.00	13.00	(1.00)
<b>Total Positions</b>	<b>73.62</b>	<b>60.50</b>	<b>(13.12)</b>

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